## In the Claims

The status of claims in the case is as follows:

1. [Currently amended] A method for defining the measures of performance of a customer information technology organization, comprising the steps of:

identifying customer performance goals including behaviors exhibited in meeting said goals;

building in a computer a measurement model in response to said customer performance goals, said model including a plurality of metrics;

performing in said computer gap analysis of said model to determine which of said metrics are already collected by said organization and process capabilities for data collection;

identifying new data collection sources for those metrics which are not already collected by said organization;

implementing tools and processes for gathering said
metrics;

generating in said computer measurement reports from said metrics;

said building step including building a first draft measurement model and a second draft measurement model;

building said first draft measurement model by selectively executing a first prioritization process and a second prioritization process;

said first prioritization process determining for each said metric a relationship with each said behavior satisfied by said metric;

said second prioritization process determining for each said metric a relationship with each other metric; and

building said second draft measurement model to include

a minimum set of measures that drive desired behaviors

by selecting metrics from said first and second

prioritization processes prioritized selectively by

behaviors satisfied and related metrics.

- 1 2. [Original] The method of claim 1, said building step
- 2 further comprising the step of:
- 3 selecting as said metrics those which satisfy
- 4 prioritized behaviors.
- 1 3. [Original] The method of claim 2, said building step
- 2 further comprising the step of:
- 3 selecting as said metrics those which also satisfy
- 4 related measures.
- 1 4. [Currently amended] A method for creating and using a
- 2 measurement model work product, comprising the steps of:
- 3 providing a target future business capabilities work
- 4 product for defining in a computer database customer
- 5 goals necessary to achieve through measurements;
- 6 operating a computer processor for translating said
- 7 customer goals into a measurement model work product

8	defining account specific behaviors and measures that
9	empirically demonstrate said behaviors;
10	operating said computer processor for building said
11	measurement model work product by building a first
12	draft measurement model and a second draft measurement
13	model;
14	building said first draft measurement model by
15	selectively executing a first prioritization process
16	and a second prioritization process;
17	said first prioritization process determining for each
18	said measure a relationship with each said behavior
19	satisfied by said measure;
20	said second prioritization process determining for each
21	said measure a relationship with each other measure;
22	and
23	building said second draft measurement model to include
24	a minimum set of measures that drive desired behaviors
25	by selecting measurers <u>from said first and second</u>
26	prioritization processes prioritized selectively by

- 27 behaviors satisfied and related measures.
  - 1 5. [Original] The method of claim 4, further comprising 2 the step of:
  - defining a gap analysis work product specifying

    differences between said measurement model work product

    and current customer measurements to identify possible

    deficiencies in organization measurement processes.
  - 6. [Currently amended] A system for creating and using a
     measurement model work product, comprising:
  - a target future business capabilities work product for

    defining in a computer database customer goals

    necessary to achieve through measurements; and
  - a measurement model work product for translating said

    customer goals into account specific behaviors and

    measures that empirically demonstrate said behaviors;
- 9 a computer for deriving said measurement model work
  10 product from a first draft measurement model and a

1	1	brones	draft	measurement	model:
1	1	secona	urart	Measurement	moder,

- means for performing a first prioritization process and
  means for performing a second prioritization process
  for deriving said first draft measurement model;
- said first prioritization process determining for each
  said measure a relationship with each said behavior
  satisfied by said measure;
- said second prioritization process determining for each said measure a relationship with each other measure;

  and
- said computer building said second draft measurement
  model to include a minimum set of measures that drive
  desired behaviors by selecting measurers from said
  first and second prioritization processes prioritized
  selectively by behaviors satisfied and related
  measures.
  - 7. [Original] The system of claim 6, further comprising:

2	a gap analysis work product for specifying differences
3	between said measurement model work product and current
4	customer measurements to identify possible deficiencies
5	in organization measurement processes.
1	8. [Currently amended] A method for defining measurements
2	of performance of a customer information technology

- 3 organization, comprising the steps of:
- collecting into a competency-defined measurement
  categories and measurements file in a computer database
  definitions of selected categories of behavioral
  measurements;
- 8 selecting from said file contract measurements;
- said contract measurements being selected by building

  operating a digital computer to build a first draft

  measurement model and a second draft measurement model;
- building said first draft measurement model by <u>said</u>

  digital computer selectively executing a first

  prioritization process and a second prioritization

  process;

16	said first prioritization process determining for each
17	said contract measurement a relationship with each said
18	behavioral measurement satisfied by said contract
19	measurement;

- said second prioritization process determining for each
  said behavioral measurement a relationship with each
  other behavioral measurement;
- building said second draft measurement model to include

  a minimum set of measures that drive desired behaviors

  by said digital computer selecting behavioral

  measurements from said first and second prioritization

  processes prioritized selectively by behaviors

  satisfied and related behavioral measurements;
- 29 implementing said contract measurements; and
- 30 using and maintaining said contract measurements.
  - 9. [Original] The method of claim 8, said categories
  - 2 including human resources, quality, customer, cost and
  - 3 schedule, process, and productivity and output categories of

- 4 behavioral measurements.
- 1 10. [Currently amended] System for formulating measurement
- 2 requirements that are to be implemented in an engagement,
- 3 comprising:
- 4 a current customer measurements work product for
- 5 detailing in a computer database current measurements
- 6 being collected and reported by a customer;
- 7 a measurement model work product for translating
- 8 customer goals into account specific behaviors and
- 9 measures that empirically demonstrate said behaviors;
- a computer for deriving said measurement model work
- 11 product from a first draft measurement model and a
- 12 second draft measurement model;
- means for performing a first prioritization process and
- 14 <u>means for performing</u> a second prioritization process
- for deriving said first draft measurement model;
- said first prioritization process determining for each

17		said measure a relationship with each said behavior
18		satisfied by said measure;
19		said second prioritization process determining for each
20		said measure a relationship with each other measure;
21		said computer building said second draft measurement
22		model to include a minimum set of measures that drive
23		desired behaviors by selecting measurers from said
24		first and second prioritization processes prioritized
25		selectively by behaviors satisfied and related
26		measures; and
27		a measurement gap analysis work product for defining in
28		said computer database differences between said current
29		measurements and said account specific behaviors and
30		measures.
1	11.	[Original] The system of claim 10, further comprising:
2		an interface agreement work product for documenting
3		expectations for data collection;

4 a configuration script work product for configuring

- 5 tools required to implement said requirements;
- a contract measurement business policy work product for
- 7 defining expectations of behavior required to support
- 8 said requirements; and
- 9 a scorecard work product for visualizing said
- 10 requirements.
  - 1 12. [Currently amended] A measurement and performance
- 2 management method, comprising the steps of:
- during a proposal contextual phase, developing in a
- 4 computer database a measurement solution to be
- 5 delivered to a customer;
- 6 said developing step including operating a digital
- 7 <u>computer for</u> building a first draft measurement model
- 8 and a second draft measurement model;
- 9 building said first draft measurement model by <u>said</u>
- 10 <u>digital computer</u> selectively executing a first
- 11 prioritization process and a second prioritization
- 12 process;

said first prioritization process determining for each
metric of a plurality of metrics a relationship with
each behavior satisfied by said metric;
said second prioritization process determining for each
said metric a relationship with each other metric;
building said second draft measurement model to include
a minimum set of measures that drive desired behaviors
by operating said digital computer for selecting from
said first and second prioritization processes metrics
prioritized selectively by behaviors satisfied and
related metrics;
during a due diligence phase, validating assumptions
and behavioral expectations in said measurement
solution; and
during a transformation phase, transferring to said
customer resources and assets for implementing said
measurement solution as validated.

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13. [Original] The method of claim 12, said developing

step comprising the further step of:

- 3 building said measurement solution responsive to inputs
- from a measurement catalog work product and a target
- 5 future business capabilities work product.
- 1 14. [Original] The method of claim 13, said validating
- 2 step comprising the further step of:
- 3 executing a measurement gap analysis work product
- 4 responsive to inputs from a current customer
- 5 measurements work product, a future process design
- 6 points work product, a to-be organization design work
- 7 product and a to-be process design work product.
- 1 15. [Original] The method of claim 14, said transferring
- 2 step comprising the further step of:
- 3 pursuant to an interface agreement work product,
- 4 providing an external interface requirements work
- 5 product, a configuration script work product, a
- 6 contract measurement business policy work product, a
- 7 scorecard work product, an end-user training materials
- 8 work product, and a deployment plan work product.
- 1 16. [Currently amended] System for formulating measurement

2	requirements that are to be implemented in an engagement,
3	comprising:
4	means for developing in a computer database a
5	measurement solution to be delivered to a customer;
6	means for validating in said computer database
7	assumptions and behavioral expectations in said
8	measurement solution;
9	means for transferring to said customer resources and
10	assets for implementing said measurement solution as
11	validated;
12	computer means for deriving said measurement solution
13	from a first draft measurement model and a second draft
14	measurement model;
15	means for performing a first prioritization process and

said first prioritization process determining for each of a plurality of metrics a relationship with each said

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20 k	oehavior	satisfied	by	said	metric;
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- said second prioritization process determining for each said metric a relationship with each other metric; and
- said computer building said second draft measurement
  model to include a minimum set of measures that drive
  desired behaviors by selecting metrics from said first
  and second prioritization processes for said
  measurement solution prioritized selectively by

behaviors satisfied and related metrics.

- 1 17. [Currently amended] Method for executing a gap
- 2 analysis responsive to a measurement model and current
- 3 customer measurements, comprising the steps of:
- 4 <u>operating a digital computer to build building</u> said
- 5 measurement model from a first draft measurement model
- 6 and a second draft measurement model;
- 7 building said first draft measurement model by
- 8 selectively executing a first prioritization process
- 9 and a second prioritization process;

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10	operating said digital computer during said first
11	prioritization process <u>for</u> determining for each of a
12	plurality of measures a relationship with each of a
13	plurality of behaviors satisfied by said measure;
14	operating said digital computer during said second
15	prioritization process <u>foru</u> determining for each said
16	measure a relationship with each other measure;
17	operating said digital computer for building said
18	second draft measurement model to include a minimum set
19	of measures that drive desired behaviors by selecting
20	measures from said first and second prioritization
21	processes prioritized selectively by behaviors
22	satisfied and related measures;
23	mapping in a computer database said current measurement
24	model to said current customer measurements and
25	identifying measurement gaps;
26	identifying in said computer database measurements not
27	covered by said measurement model;
28	identifying nonproductive measurements; and

29	identifying the impact to an organizational structure
30	and processes of said customer of said measurement
31	gaps.
1	18. [Currently amended] A canonical method for defining a
2	measurements model work product, comprising the steps of:
3	articulating envisioned business goals and behaviors;
4	operating a computer processor for enumerating and
5	defining behaviors and goals satisfied by said
6	behaviors in a computer database of existing contract
7	metrics;
8	selecting potential metrics for said business goals and
9	behaviors from said database;
10	operating said computer processor for prioritizing and

balancing said potential metrics to determine said

said prioritizing and balancing including building a

first draft measurement model and a second draft

measurement model;

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16	building said first draft measurement model by
17	selectively executing within said computer processor a
18	first prioritization process and a second
19	prioritization process;

- said first prioritization process determining for each
  potential metric from said selecting step a
  relationship with each behavior satisfied by said
  potential metric;
- said second prioritization process determining for each said potential metric a relationship with each other potential metric from said selecting step; and
- 27 building said second draft measurement model to include
  28 a minimum set of measures that drive desired behaviors
  29 by selecting potential metrics from said first and
  30 second prioritization processes prioritized selectively
  31 by behaviors satisfied and related potential metrics.
  - 1 19. [Currently amended] System for defining a measurements
    2 model work product, comprising:
- 3 a first database for articulating envisioned business

4	goals	and	behaviors;

- a second database for enumerating and defining
  behaviors and goals satisfied by said behaviors
  selected from existing contract metrics;
- means for selecting potential metrics for said business goals and behaviors from said second database;
- prioritizing and balancing means for determining from
  said potential metrics those metrics to be included in
  said measurement model work product, said prioritizing
  and balancing means including means for deriving a
  first draft measurement model and a second draft
  measurement model;
- a first prioritization means and a second

  prioritization means for deriving said first draft

  measurement model;
- said first prioritization means determining for each said potential metric a relationship with each said behavior satisfied by said potential metric;

- 22 said second prioritization means determining for each
- 23 said potential metric a relationship with each other
- 24 potential metric; and
- 25 said prioritizing and balancing means building said
- 26 second draft measurement model to include a minimum set
- 27 <u>of measures that drive desired behaviors</u> by selecting
- 28 potential metrics <u>from said first and second</u>
- 29 <u>prioritization processes</u> prioritized selectively by
- 30 behaviors satisfied and related potential metrics.
  - 1 20. [Canceled]
  - 2 21. [Canceled]
  - 1 22. [Currently amended] A program storage device readable
  - 2 by a machine, tangibly embodying a program of instructions
  - 3 executable by a machine to perform method steps for defining
  - 4 the measures of performance of a customer information
  - 5 technology organization, said method steps comprising:
  - 6 identifying customer performance goals;
- 7 building a model in response to the customer goals

0	including a pidraffty of primitive metrics,
9	performing gap analysis of said model to determine
10	which of said primitive metrics are already collected
11	by said organization and process capabilities for data
12	collection;
13	identifying new data collection sources for those
14	primitive metrics which are not already collected by
15	said organization;
16	implementing tools and processes for gathering said
17	primitive metrics; and
18	generating measurement reports from said primitive
19	metrics;
20	said building step including building a first draft
21	measurement model and a second draft measurement model,
22	building said first draft measurement model by
23	selectively executing a first prioritization process
24	and a second prioritization process;

25	said first prioritization process determining for each
26	said primitive metric a relationship with each said
27	behavior satisfied by said primitive metric;
28	said second prioritization process determining for each
29	said primitive metric a relationship with each other
30	primitive metric; and
31	building said second draft measurement model to include
32	a minimum set of measures that drive desired behaviors
33	by selecting primitive metrics from said first and
34	second prioritization processes prioritized selectively
35	by behaviors satisfied and related primitive metrics.
1	23. [Currently amended] A program storage device readable
2	by a machine, tangibly embodying a program of instructions
3	executable by a machine to perform method steps for creating
4	and using a measurement model work product, said method
5	steps comprising:

providing a target future business capabilities work

product for defining customer goals necessary to

achieve through measurements;

9	translating said customer goals into a measurement
10	model work product defining account specific behaviors
11	and measures that empirically demonstrate said
12	behaviors;
13	building said measurement model work product by
14	building a first draft measurement model and a second
15	draft measurement model;
16	building said first draft measurement model by
17	selectively executing a first prioritization process
18	and a second prioritization process;
19	said first prioritization process determining for each
20	said measure a relationship with each said behavior
21	satisfied by said measure;
22	said second prioritization process determining for each
23	said measure a relationship with each other measure;
24	and
25	building said second draft measurement model to include
26	a minimum set of measures that drive desired behaviors
27	by selecting measures from said first and second

- 28 <u>prioritization processes</u> prioritized selectively by behaviors satisfied and related measures.
  - 1 24. [Currently amended] A program storage device readable
  - 2 by a machine, tangibly embodying a program of instructions
  - 3 executable by a machine to perform method steps for defining
  - 4 the measures of performance of a customer information
  - 5 technology organization, said method steps comprising:
  - 6 collecting into a competency-defined measurement
  - 7 categories and measurements file definitions of
- 8 selected categories of behavioral measurements;
- 9 selecting from said file contract measurements;
- said contract measurements being selected by building a
- 11 first draft measurement model and a second draft
- building said first draft measurement model by
- selectively executing a first prioritization process
- and a second prioritization process;

16	said first prioritization process determining for each
17	said contract measurement a relationship with each said
18	behavioral measurement satisfied by said measure
19	contract measurement;
20	said second prioritization process determining for each
21	said behavioral measurement a relationship with each
22	other behavioral measurement;
23	building said second draft measurement model to include
24	a minimum set of measures that drive desired behaviors
25	by selecting behavioral measurements <u>from said first</u>
26	and second prioritization processes prioritized
27	selectively by behaviors satisfied and related
28	behavioral measurements;
29	implementing said contract measurements; and

- inpromonering bara concract meabarements, and
- 30 using and maintaining said contract measurements.
  - 1 25. [Currently amended] A program storage device readable
- 2 by a machine, tangibly embodying a program of instructions
- 3 executable by a machine to perform method steps for
- 4 providing a measurement and performance management method,

5 said method	steps	compris	ing:
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6	during a proposal contextual phase, developing a
7	measurement solution to be delivered to a customer;
8	said developing step including building a first draft
9	measurement model and a second draft measurement model;
10	building said first draft measurement model by
11	selectively executing a first prioritization process
12	and a second prioritization process;
13	said first prioritization process determining for each
14	potential metric of a plurality of potential metrics a
15	relationship with each behavior satisfied by said
16	<pre>potential metric;</pre>
17	said second prioritization process determining for each
18	said potential metric a relationship with each other
19	potential metric;
20	building said second draft measurement model <u>to include</u>
21	a minimum set of measures that drive desired behaviors
22	by selecting potential metrics from said first and

23	second prioritization processes prioritized selectively
24	by behaviors satisfied and related potential metrics;
25	during a due diligence phase, validating assumptions
26	and behavioral expectations in said measurement
27	solution; and
28	during a transformation phase, transferring to said
29	customer resources and assets for implementing said
30	measurement solution as validated.
1	26. [Currently amended] A program storage device readable
2	by a machine, tangibly embodying a program of instructions
3	executable by a machine to perform method steps for
4	executing a gap analysis responsive to a measurement model
5	and current customer measurements, said method steps
6	comprising:
7	building said measurement model from a first draft
8	measurement model and a second draft measurement model;
9	building said first draft measurement model by
10	selectively executing a first prioritization process
11	and a second prioritization process;

12	said first prioritization process determining for each
13	of a plurality of measurements a relationship with each
14	of a plurality of behaviors satisfied by said
15	measurements;
16	said second prioritization process determining for each
17	said measurement a relationship with each other
18	measurement;
19	building said second draft measurement model to include
20	a minimum set of measures that drive desired behaviors
21	by selecting measurements from said first and second
22	prioritization processes prioritized selectively by
23	behaviors satisfied and related measurements;
24	mapping said current measurement model to said current
25	customer measurements and identifying measurement gaps;
26	identifying measurements not covered by said
27	measurement model;
28	identifying nonproductive measurements; and
29	identifying the impact to an organizational structure
	•

30	and	processes	of	said	customer	of	said	measurement
31	gaps	· .						

- 27. [Currently amended] A program storage device readable
  by a machine, tangibly embodying a program of instructions
  executable by a machine to perform method steps for defining
  a measurements model work product, said method steps
  comprising:
- 6 articulating envisioned business goals and behaviors;
- enumerating and defining behaviors and goals satisfied
  by said behaviors in a database of existing contract
  measurements;
- selecting potential measurements for said business

  qoals and behaviors from said database;
- prioritizing and balancing said potential measurements to determine said measurement model work product;
- said prioritizing and balancing including building a

  first draft measurement model and a second draft

  measurement model;

17	building said first draft measurement model by
18	selectively executing a first prioritization process
19	and a second prioritization process;
20	said first prioritization process determining for each
21	said potential measurement a relationship with each
22	said behavior satisfied by said potential measurement;
23	said second prioritization process determining for each
24	said potential measurement a relationship with each
25	other potential measurement; and
26	building said second draft measurement model to include
27	a minimum set of measures that drive desired behaviors
28	by selecting potential measurements from said first and
29	second prioritization processes prioritized selectively
30	by behaviors satisfied and related potential
31	measurements.

## 28. [Canceled]